YOUTH HOMELESSNESS COMMUNITY PLANNING TOOLKIT – An introduction
CAEH 2016, London, Ontario

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FUNDING SUPPORT

Ontario

The Youth Homelessness Community Planning Toolkit was developed with support from the Government of Ontario.

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COMMUNITY PLANNING TOOLKIT

- Resources **to develop a plan to end youth homelessness** in their communities

- Enables communities to **go further faster** in their planning and implementation efforts

- Build on **promising practices and plans** used in provinces, territories, states and communities across Canada and the U.S. to end youth homelessness

- Supports the development **of robust strategies and measurable targets**

- Toolkit not an end in itself – **technical support and expertise** (provided by A Way Home and planning experts throughout Canada)

- Emphasis on the importance of **Prevention and Housing First for Youth**

A COLLECTIVE EFFORT…THANK YOU!

- Melanie Redman, A Way Home, Toronto
- Mary-Jane McKitterick, A Way Home, Toronto
- Steve Gaetz, Canadian Observatory on Homelessness, Toronto
- Dave French, Alberta Human Services, Edmonton
- Sheldon Pollett, Choices for Youth, St. John's
- Giri Puligandlia, Homeward Trust, Edmonton
- Kim Wirth, Boys & Girls Clubs of Calgary, Calgary
- Kelly Holmes, Ray, Winnipeg
- Deborah Hierlihy, Oriole Research & Design Inc.

- Naomi Leadbeater, Brandon Neighbourhood Renewal Association, Brandon, Manitoba
- Debbie Bentley-Lauzon, Wyndham House, Guelph
- Greg Bishop, Saint John Human Development Council, Saint John
- Iris Hamlyn, Sidedoor, Yellowknife
- Albert McLeod, Social Planning Council of Winnipeg, Winnipeg
- Christina Maes Nino, Social Planning Council of Winnipeg, Winnipeg
- Mike Bulthuis, Alliance to End Homelessness Ottawa, Ottawa

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TOOLKIT SECTIONS

1 ## GETTING READY

» Background on this toolkit;
» Introduction to youth homelessness and youth plans;
» Essential elements of youth plans

2 ## GETTING STARTED

» Collective Impact and ending youth homelessness,
» Determining community readiness,
» Developing your backbone infrastructure and workplan

3 ## GETTING GOING

» Research, needs assessment, and data analysis,
» Consultation approach,
» Working with key stakeholders, including youth, government, etc

4 ## GETTING IT DONE

» Writing the plan,
» Determining costs and performance measures,
» Implementation considerations.

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1 GETTING READY

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SETTING THE PLAN'S FOUNDATION

- Primer on Youth Homelessness
  - What is youth homelessness?
  - Definition of youth homelessness (aligned with National COH Definition)
  - Distinctness of youth homelessness
  - Do you need a Youth Plan?
    - Options: Plan for a Plan, Youth strategy within a Plan on homelessness, Piloting while planning
  - Focus on Prevention
    - Applying primary, secondary and tertiary prevention lens to youth homelessness and community planning
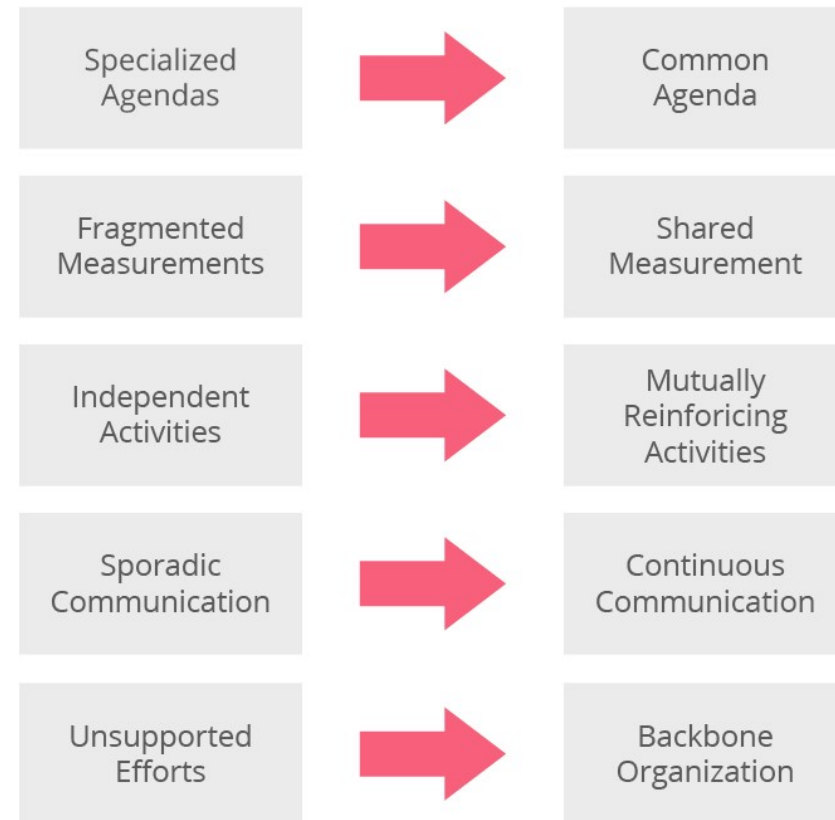
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YOUTH PLAN AS COLLECTIVE IMPACT

- CI is useful framework to help you think through the essentials of building a movement to end youth homelessness.

- A Youth Plan is only a step in a CI initiative

- CI is a much more complex, long-term cross-sectoral mobilization effort to bring about social change.

- Ending youth homelessness, rather than creating a Youth Plan, is goal of CI.

- Plan can contribute, but it will not in and of itself bring about the desired social change.
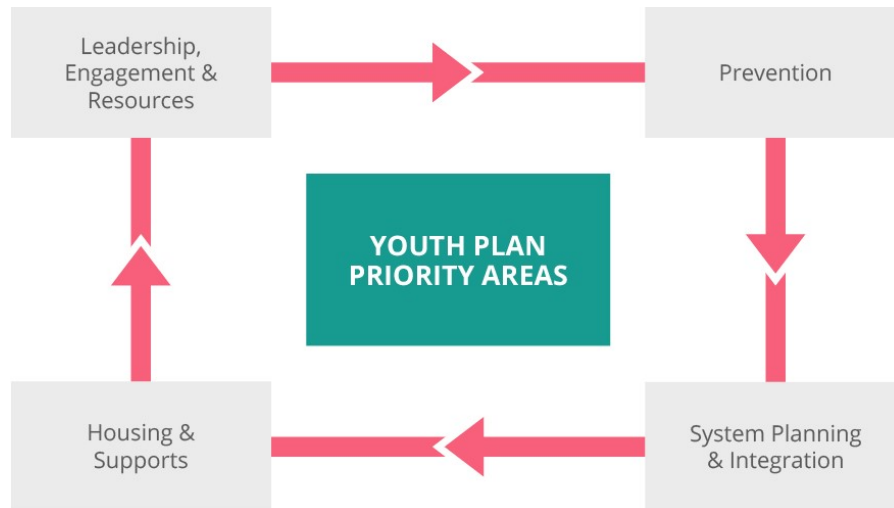
Five Conditions For Collective Impact

Specialized Agendas	➡	Common Agenda
Fragmented Measurements	➡	Shared Measurement
Independent Activities	➡	Mutually Reinforicing Activities
Sporadic Communication	➡	Continuous Communication
Unsupported Efforts	➡	Backbone Organization

PLAN PRIORITY AREAS

Considerations

- System Planning & Integration
- Regionalized Approaches
- Building on existing strategies/broader homelessness Plans

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COMMUNITY READINESS

Developing Plan

- Backbone Support Organizations
- Continuous Communication
- Common Agenda
- Shared Measurement

Implementing Plan

- Planning & Strategy Development
- Organizational Infrastructure & Funding
- Coordinated Service Delivery
- Integrated Information Management
- Performance Management & Quality Assurance
- System Integration
- Government Support
- Community Engagement

Readiness Assessment, sample

COMMUNITY READINESS FOR COLLECTIVE IMPACT WORK ON DEVELOPING A PLAN TO END YOUTH HOMELESSNESS	SIGNIFICANT INVESTMENT NEEDED	CURRENT SITUATION STRONG	SOME INVESTMENT NEEDED
Backbone Support Organizations			
Is the backbone actively supporting aligned activities through convening partners, providing technical assistance, and recruiting new partners?			
Has a structure for the backbone been clearly decided (e.g., Planning Group consisting of Project Coordinator, Steering Committee, Working Committees)?			
Have resources been allocated to support the backbone infrastructure over the course of Plan development?			
Has the backbone supports group begun to build public will with consensus and commitment through communications management, articulating the call to action, and supporting community member engagement activities?			

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2 GETTING STARTED

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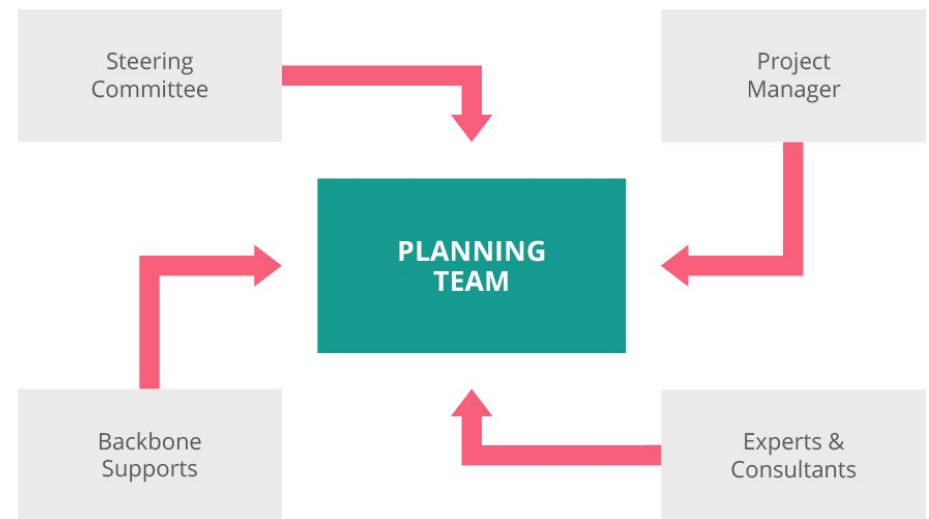the homeless hub

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INITIAL STEPS

Considerations

- Potential member sources
- Selection approach
- Recruitment
- Characteristics & skills
- Roles and accountabilities

Building the Planning Team

WORKPLAN & BUDGET

Considerations

- Available resources
- Consultation needs & approach
- Data & research
- Political context

Sample Budgets

ITEM	COST HIGH END	COST MODERATE	COST MINIMAL
Staff time (0.5 FTE/0.25/0.1 FTE)	$30,000.00	$15,000.00	$6,000.00
Consultation fees	$10,000.00	$5,000.00	$0.00
Consultation & meeting expenses (catering facility rental)	$4,000.00	$2,000.00	$1,000.00
Youth honoraria/incentives	$2,000.00	$1,000.00	$200.00
Incidentals (printing, parking, travel)	$500.00	$300.00	$100.00
Report layout & design	$2,500.00	$500.00	$0.00
Plan launch event (catering, facility rental)	$2,000.00	$500.00	$200.00
Total budget	**$51,000.00**	**$24,300.00**	**$7,500.00**

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LAYING THE FOUNDATION

- Vision, Mission
- Guiding Principles
  - Housing First
  - Human Rights
  - Prevention-Focused
  - System Planning & Integration
  - Cross-Sectoral Collaboration
  - Youth-Centered

EXAMPLES	EDMONTON	GOVERNMENT OF ALBERTA
Vision	An Edmonton where all youth have a safe, supportive and nurturing home.	An Alberta where all youth have a safe, supportive and nurturing home.
Mission	To reduce the number of youth experiencing homelessness and prevent further youth from becoming homeless by ensuring youth and their families have the services and supports they need.	To reduce the number of youth experiencing homelessness in Alberta and prevent further youth from becoming homeless by ensuring youth and their families have the services and supports they need.

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GROUNDING THE PLAN IN EVIDENCE

- Locating Existing Information
- Engaging in Research
  - PIT Counts
  - Youth in research process
- Policy Analysis
- Environmental Scanning
- System Mapping

INFORMATION	SAMPLE SOURCES
Housing market information	CMHC rental report, housing market analyses
Demographics	Statistics Canada, National Household Survey
Extreme Core Housing Need	Statistics Canada, National Household Survey
Homeless Counts	Local Homeless Point-in-Time Count
Shelter Utilization	HIFIS, HMIS, local shelter reports
Service Use	HIFIS, HMIS, local providers reports
Best practice reviews	Homeless Hub search engine
Policy review	Local, provincial/territorial, federal government reports and websites
Strategic Initiatives	Reports, plans, strategic documents produced by local funders, agencies, collaborative initiatives
Local Research	Academic or grey literature, surveys, workshop/consultation results

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YOUR CONSULTATION APPROACH

Consultation Levels:

- Inform
- Gather Information
- Discuss or Involve
- Engage
- Partner

KEY QUESTIONS
Who
Determining who needs to be consulted
What
What the subject matter of the consultation is
When
Determining the timing of consultations and when you have consulted enough
Where
Determining appropriate location(s) to hold consultations
Why
The purpose of the consultation helps shape the "how" and "where" of consultation
How
Determining best methods for consultation

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ENGAGING YOUTH

- Toolkit provides overview of:
  - Ethical Principles of Youth Engagement
  - Strategies of Effectively Engaging Youth
  - Practical Tips
  - Considerations for Engagement with Indigenous People

- Other resources:
  - Engagement Toolkit for Youth Homelessness Community Planning produced by A Way Home and A Way Home Kamloops based on their planning process is available.
  - Another resource is the Youth Engagement Toolkit Resource Guide, which provides useful guidance on engaging youth with diverse backgrounds.

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KEY PLAN COMPONENTS

- Developing Priorities, Strategies, Goals

- Developing Targets, Performance Indicators & Costs
  - Prevalence of homelessness & youth homelessness in your community
  - Estimate of the at risk population
  - Homelessness type and acuity among at risk groups estimates
  - System capacity and performance analysis
  - Modelling solutions
  - Developing your funding ask

- Launching the Plan

IMPLEMENTATION CONSIDERATIONS: PLAN VS. IMPLEMENT?

	PLANNING	IMPLEMENTATION	RATIONALE
Target Population Estimates	Essential	Essential	Difficult to make a case without estimate of scope of issue.
Projected Intervention Needs	Recommended	Essential	Needed to help develop priority direction, assess program gaps, develop funding ask.
Current and Future System Performance Analysis	Recommended	Essential	Shows current gaps and system performance with proposed changes introduced against status quo.
Modelling Proposed Solutions	Recommended	Essential	Shows due diligence on assessing best course of action; allows flexibility in implementation to adjust approach in real time.
Targets and Performance Indicators	Essential	Essential	Essential elements of solid plans- emphasis on measurable results, with timelines.
Funding Ask	Essential	Essential	Essential to have this in place for advocacy to implement the Plan, even if it adjusts over time.
Governance Model	Recommended	Essential	You may only have ability to give broad direction on governance, though this will be essential to actually execute the Plan.
Risk Register	Recommended	Recommended	This is a useful tool to check against your assumptions and adjust your strategy depending on a changing environment. It can help you identify potential pitfalls early on in the planning process to be mindful of as you implement.
Implementation Plan	Recommended	Essential	You can sketch an implementation action plan out broadly or dive into details from the start; ultimately, whoever leads implementation will likely have to shifts these details depending on capacity and other factors.
Implementation Resources	Recommended	Essential	Without resources to oversee implementation, it is tough to action your Plan. Ideally, your planning group is able to make enough inroads with funders and government to locate at least some start-up funding to support implementation resources needed, particularly around backbone functions

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QUESTIONS?

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